Food Management Assistance Team Overview

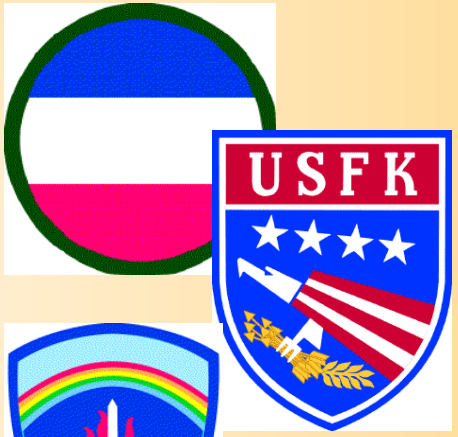
Relationships

Division

Army G-4

Installation Management Agency

ACES
Executive Agent of Army G-4



Major Commands

"The eyes and Ears of the QM General, Army G-4 and the Installation Management Agency"

Food Management Teams

Regulatory Policy & Procedures

- **DoD Manual 1338.10 – Manual for the Department of Defense Food Service Program, Nov 78, chapter IV, paragraph b.**
- **AR 30-22 – The Army Food Program, Aug 02, paragraph 3-49.**
- **DA PAM 30-22 – Operating Procedures for the Army Food Service Program, Aug 02, paragraph 3-67.**

Food Management Assistance Team

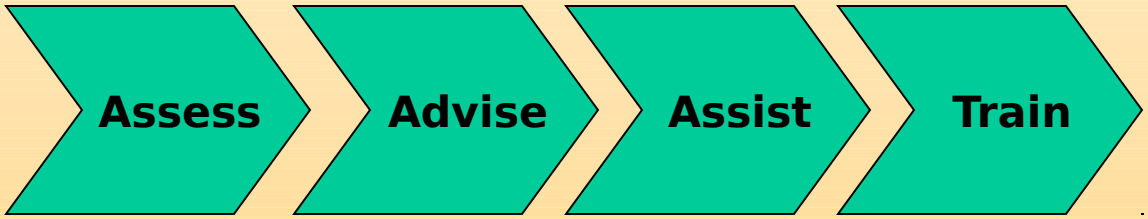
Mission

- **Assist in raising the quality of the installation Food Service Program and increasing the effectiveness by identifying programs that are functioning well or that may require improvement.**

- **Visits**
  - **<u>Scheduled</u>- Provide assistance in all areas of food service operations. Each installation worldwide every 18 months.**
  - **<u>Requested</u>- Respond to particular problems identified by the command.**

Visit Objectives

- **Ensure regulatory policies and procedures are uniformly applied to the installation Food Service Program.**
- **Instill food service management discipline.**
- **Record observations to assist in improving the program and provide a basis for follow-up actions.**



Emphasis Areas

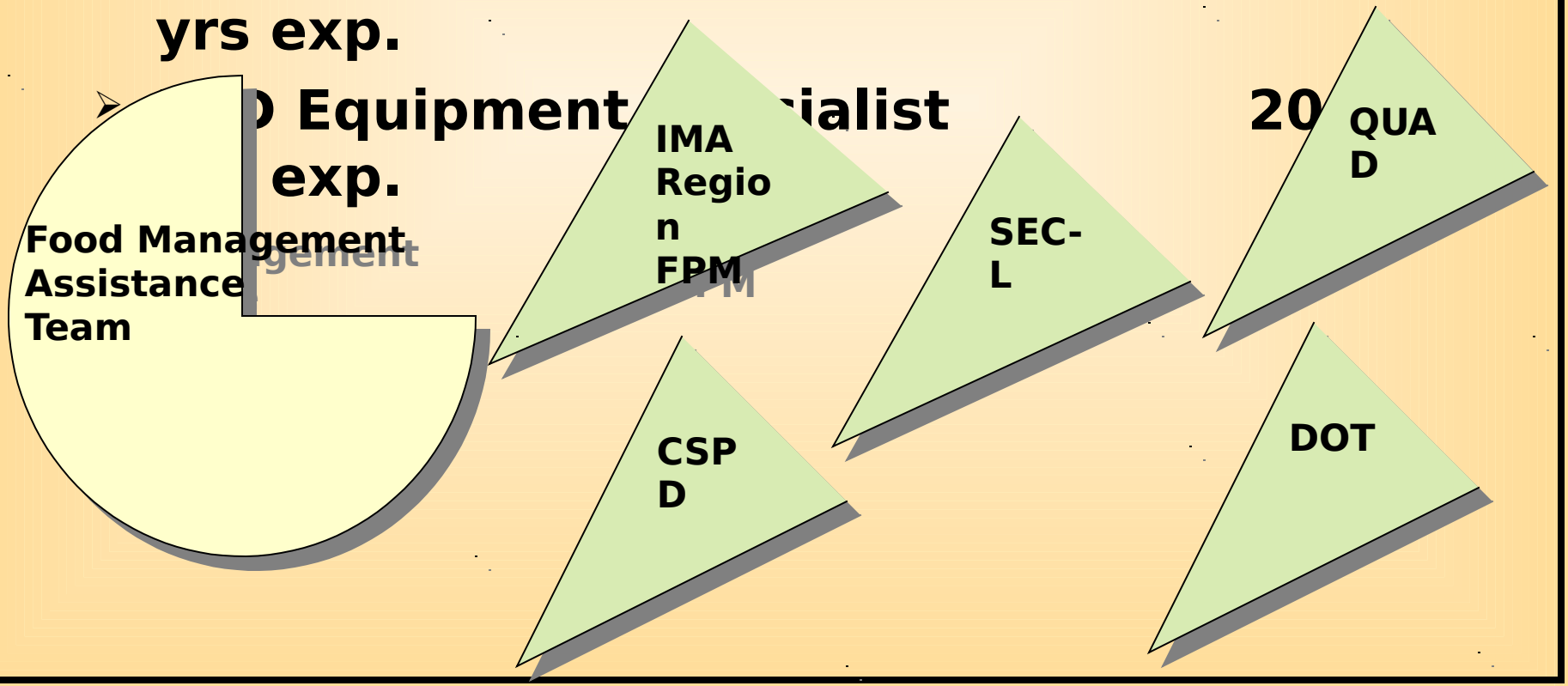
- **Installation Food Service Program**
  - **Management of the Program**
  - **Budget Development & Execution**
  - **Contract Development & Surveillance**
  - **Dining Facility Utilization**
  - **Dining Facility Modernization**
  - **Kitchen Equipment Replacement**
  - **Subsistence Prime Vendor Program**
  - **Food Service Management Board**
  - **Subsistence Entitlements**

Emphasis Areas

- **Dining Facility Operations**
  - **Administration**
  - **Accounting**
  - **Inventory**
  - **Food Protection & Sanitation**
  - **Food Preparation & Service**
  - **Adherence to the Army Menu Standards**
  - **Safety & Energy Conservation**
  - **Personnel Issues**

FMAT Core Members

- **Food Service Systems Analyst 26+ yrs exp.**
- **Food Service Senior NCO 22+ yrs exp.**
- **[illegible]O Equipment [illegible]ialist 20 exp.**



Visit Facts

- Average length of each visit – 5/7 days
- Average number of visits per year – 21 to 24
- Leverage technology
  - Video Teleconferencing
  - Decision Support System
- Prepare memorandum of visit
  - Observations
  - Recommended Corrective Actions
- Review of systemic program shortfalls identified with recommended solutions complied

Cause / Effect of ongoing Combat Operations

- **Contracting Operations**
  - Lack of 92G to run Garrison DFAC Operations
    - Unit Deployment/Redeployment training cycles
  - Garrison DFACs still operating
    - Mobilization of ARNG/USAR
  - Rapid growth of additional contracting
    - DFA to FFS
    - Direct Hire Cooks
    - Combination of 92G/Contract/Direct Hires

Training Issues

  - Coordinate closely with command for timelines on deployment/redeployment.

Management Assistance Division

FMAT Charter

- **Responsible for worldwide assessment of the Army Food Program.**
- **Provide senior food advisory assistance at the IMA-Region, MACOM, Installation, and dining facility level worldwide (CONUS and OCONUS locations).**
- **Support the Army in the field by providing Food Program assistance as required - both on-site and via video teleconference to commands and installations.**

Management Assistance Division

Chief, MAD

- **CW4 Arnoldo Montiel, Chief, Management Assistance Division**

Current FMAT Members

- **Mr. H.T. Hill, Team Chief, Management Assistance Team**
- **Mr. Andy Pisney, Team Chief, Management Assistance Team**
- **SGM Emanuel Carter, Food Program Ops NCO**
- **MSG Stephen Primeau, Food Program Ops NCO**
- **Mr. Wardell Carey, Equip Specialist**
- **Mr. Rod Pigott, Equip Specialist**

Management Assistance Division

What can we do to make a good food program better?

Current Trends, Challenges
&
Corrective Action

Systematic Trend Areas

- Account Management
- Inventory Management
- Training Programs
- AFMIS
- Equipment and Facilities
- Contracting Operations
- Other Areas
  - Formal Written Action Plan
  - Dining Facility Utilization

FY 2005 Dining Facility Accounts

- **FY Dining Facility Account Status Summary**
  - Data taken from DSS
  - Not all dining facility accounts were open all 12 months during the fiscal year. Installations opened and closed facilities based on mission/deployment requirements.

- **Dining Facilities**
  - ✓ Under Spent – 250 (69%)
  - Over Spent - 113 (31%)

- **Installations**
  - ✓ Under Spent – 32 (63%)
  - Over Spent – 19 (37%)

- **Regions**
  - ✓ Under Spent – 5
  - Over Spent – 2

- **Army** – Under Spent - $1,107,871

Account Management

Trend:

- Accounts exceed the year-to-date management factors (plus 3% - minus 10%) throughout the fiscal year.

Contributing Factors:

- Responsible food advisors not completing the analysis and validation of the dining facility account at the conclusion of each accounting period as required by para. 3-45, DA PAM 30-22.
- Food Program Managers not completing the midyear financial review as required by para. 3-15, AR 30-22.
- Account management standards often not contained in installation FFS or M&FP contracts.
- Account management may shift from military to contractor (or visa versa) during the fiscal year due to deployment/redeployment.
- Relief for loss not accomplished when conditions indicate it should be used.
- Dining Facility Managers unfamiliar with menu planning process utilizing steps in projections, pre-costing, service tracking and post meal analysis.

Recommendations:

- Continue to emphasize the requirements for the FPM and responsible food advisor to analyze and validate accounts and recommend relief for loss when appropriate.
- Put specific account management standard paragraph in DA Prototype PWS.
- Emphasize the requirement to put a statement concerning the account status in the Food Service Management Board Minutes as required by Appendix F, DA PAM 30-22.
- Change DSS to reflect year-to-date deviation percentage on account status summary (instead of monthly).

Dining Facility Inventory Data

- End of September Authorized Inventory Objective Summary
  - Data taken from DSS.

	2005	2004	2003
DFACs Under Objective	58 (21%)	43 (15%)	59 (21%)
DFACs Over Objective	217 (79%)	235 (85%)	225 (79%)
Avg $$ Per DFAC Over	$13,051	$12,810	$11,058

Inventory Management

Trend:

- Dining facilities exceeding their authorized inventory objective.
  - Inventory level maintained high not to run out (lack of trust in 6-day standard).
  - Inventory level not linked to actual production requirements (non-moving items).

Contributing Factors:

- Dining Facility Managers seldom review or submit ration orders.
- Inventory objective not a punitive standard.
- Dining Facility Managers and Food Program Managers do not utilize the adjustment to the inventory level policy (when appropriate) IAW para. 3-24, AR 30-22.

Recommendations:

- Incorporate inventory planning capabilities (par level management) into the future Common Food Management System.
- Update inventory objective standard in the DA Food Service Prototype.

Training Programs

Trend:

- Food service training programs are not continuous nor well documented.

Training Areas that need Additional Emphasis:

- Food Risk Management
- Sanitation Certification
- Sanitizing Procedures
- Recipe & Production Schedule Utilization
- Progressive Cookery

Contributing Factors:

- Military food service training documentation is decentralized and based at DFAC level.
- Current food service regulations do not contain quality training documentation example.
- Contract CORs/PAEs not enforcing the terms of the contract relating to training requirements.

Recommendations:

- Incorporate risk management documentation into the future Common Food Management System.
- Explore feasibility of establishing food service life-cycle certification training database.
- Revise OJT training guidance contained in FMs 10-23 and 10-23-2. Include specific example of training documentation standards.

AFMIS

Trend:

- AFMIS operations require additional training.

Areas that need Additional Emphasis:

- Menu planning & management processes.
  - Menu costing/SOPs/production schedule procedures.
- Kitchen equipment replacement process.
- IFA functions (MIF Reconciliation/Recipe Updates).
  - TM 10-412 still being used in dining facilities.

Contributing Factors:

- Increase in contractors (TISA-FFS-M&FP).
- PVT-SPC often performs DFAC AFMIS administrative functions.

Recommendations:

- Study feasibility of providing AFMIS overview in 92G AIT.
- Continue to provide AFMIS training on FMAT visits.
- Catalog to MIF to Recipe (Ingredient & Cost) replacement processes should be automated in the future Common Food Management System.

Equipment and Facilities

Areas:

- Dining Facility Infrastructure.
- Food Service Equipment (FSE).
- Equipment Replacement Records.

Observations:

- Excessive wear and tear on building structures.
- Plumbing too small or worn out.
- Electrical system outdated/will not support new state-of-the-art equipment requirements.
- Sewage systems outdated.
- Vitalization and fire suppression systems inoperative.
- Leaky roofs.
- Equipment exceeding its life expectancy.

Contributing Factors:

- Facilities that are over 30 years old.
- Renovations on the front of the house only.
- Inadequate funds allocated for equipment replacement.
- Inadequate FSE operator training and support maintenance.

Recommendations:

- Food Program Managers and food advisors should work closely with the Installation Master Planners on MCA projects.
- Installations should contract FSE maintenance.

Contracting Operations

Trend:

- Contracting operations require additional emphasis at the installation level.

Areas that need Additional Emphasis:

- Installations utilizing the Army Food Service Prototype and PAP.
- Ensuring the Installation has an adequate number of PAEs depending upon the amount of contracting being done.
- Performing quality surveillance of the contractors.
- COR/PAE certification training.

Contributing Factors:

- Increased contract operations due to OIF/OEF.

Recommendations:

- Functionally certify all installation food service contracts (IMA working).
- ACES continue to provide COR/PAE training at Installations.
  - Create contract refresher training for ACES website.
- Continue to provide contract SME for FMAT visits (when appropriate).

Additional Areas

Formal Written Action Plans

- Tactical Food Advisors/Food Program Managers not utilizing.
- No established format (example) in current regulatory guidance.
  - Action Plans reviewed are often a written narrative of an inspection.

Dining Facility Utilization

- Consolidation not feasible due to location of facilities (no more low-hanging fruit).
- Closing of facilities that do not meet the 65% utilization goal can result in a loss of food service capability (i.e., installations with one DFAC).
  - Loss of capability could be factor during increased threat levels.
  - Overseas areas have a lack of suitable dining alternatives.
  - SIK diners must have suitable alternatives if put on BAS (not Burger King).
  - Antiquated barracks do not have food storage/preparation capabilities.
- Civilian use of dining facilities continues from 9/11.
  - Food Program Managers should review and revalidate requirement annually.

Management Assistance Division

Dining Facility Management

- **DFAC MANAGEMENT TWO, THREE DEEP CONCEPT**
- **MENTORSHIP PROGRAM SENIORS TO JUNIORS**
- **Senior DFAC staff supporting FOS.**
- **Organization Command element supporting**

  DFAC FOS.

Management Assistance Division

Bottom Line

Only we, the food service community, can make a good food service program better.

FMAT's objective is to assist you in achieving and maintaining excellence in Army Food Service Operations

Contact us at:

Arnoldo.montiel@us.army.mil DSN: 687-3374

htommy.hilljr@us.army.mil DSN: 687-3380

Andrew.pisney@us.army.mil DSN: 687-3340

Emanuel.carter@us.army.mil DSN: 687-33

Stephen.primeau@lee.army.mil DSN: 687-4223

wardell.carey@us.army.mil DSN: 687-3450

Roderick.s.piggott@us.army.mil DSN: 687-3122

Management Assistance Division

Questions?